



**President’s Leadership Team Report to the  
Board of Directors  
May 12, 2011**

**Overview of Report**

During the 2010-11 academic year, the President’s Report will be organized by the three Strategic Focus Areas contained in the 2010-2016 Strategic Plan: Pathways, Engagement, and Organizational Capacity.

**Pathways:** (KPI’s include enrollment, matriculation, businesses served, completion, Licensure rates, and Employment.)

- Gateway **Spring 2011 enrollment** is on track to meet spring enrollment goals. Spring 2011 preliminary enrollment as of May 4, 2011 is:

Spring Headcount:           4,852 (4,008 final spring 2010 headcount)  
Spring FTE:                   2,629 (2,349 final spring 2010 FTE)

**Year-to-Date Comparisons:**

	<b>2010</b>	<b>2011</b>	<b>% Increase</b>
Spring Headcount	4,008	4,852	21.1% increase
Spring FTE	2,349	2,629	11.9% increase

- Urban Center enrollment increased by 55% from fall 2010 (1,100) to spring 2011 (1,700).
- The SSS Program is partnering with the Southwest Educational Opportunity Center (SWEOC) which is housed at University of Cincinnati – Clermont Campus to recruit potential EOC participants. The SWEOC program is a TRiO program which provides guidance, assistance, and direction for adult learners in Southwestern Ohio and Northern Kentucky.
- **Leonard Thompson**, SSS director, met with **Terri Green**, project director for the Health Professions Opportunity Grant (HPOG) program, to explore how the grant programs can collaborate and provide services and assistance to their participants in improving retention and completion.
- An additional information session for the Gateway to NKU Transition Program was held on April 28, 2011 at 7:30 p.m. at the Edgewood Campus with NKU and GCTC staff

present at which eight (8) families attended. The transition program is a collaborative effort between the institutions and is designed to create a new entry program for students desiring to attend NKU, but who have deficiencies academically that prevent the university from admitting them. The program is housed at the former Gateway Highland Heights campus, now called Campbell Hall.

- The KCTCS Board of Regents approved the following new programs for Gateway:
  - Associate of Applied Science degree in Medical Assisting which begins in August 2011.
  - Personal Trainer certificate which will begin in August 2011.
- Recruitment of GED graduates to college classes included the following highlights:
  - An orientation and information program has been developed to assist GED graduates in transitioning to Gateway as part of a statewide effort to create a distinctive pathway for students receiving the GED. The Information on the GED transition program will be presented to the GED programs in Boone, Kenton, and Campbell counties.
  - The college received notice that it will receive \$25,000 from the Kentucky Council on Postsecondary Education to increase the success of GED graduates in matriculating to college. **Teri Vonhandorf** will serve as the Project Manager.
- **Margaret Thomson** and the **Commencement Committee** finalized plans for the May 19 graduation exercises and completed the student mailing. The mailing included a newsletter-type promotion/explanation of graduation for the first time. The Committee also concluded a survey of December completers to gauge their interest in a potential future December graduation ceremony and has prepared a recommendation for Dr. Hughes' review next week. To date, a record 181 graduates, an increase of approximately 40 percent, have indicated a desire to walk at graduation.
- 100% of the December Associate Degree Nursing students passed the national licensing examination (NCLEX).
- The Governors' Minority Student College Preparation Program (GMSCPP) started on Saturday, April 16 and will meet again on Saturday, May 14. A week-long camp will be held Monday, June 13 through Friday, June 17. This year, the students will travel to Western Kentucky University (WKU) in Bowling Green, Kentucky for the statewide two-day conference. The focus of the conference is to introduce students to STEM programs and careers at which time students will have the opportunity to experience college life by staying overnight at WKU. Attendance for this program has increased by 50 percent from last year. An award ceremony will be held on Wednesday, June 22 at 6 p.m. at the Covington campus. GMSCPP is designed to assist and motivate low-income and/or first-generation college-going youth to excel academically in middle school and as freshmen in high school. The program seeks to enhance the growth,

both academically and personally, of its student participants by nurturing them in the fundamental areas of math, reading, science, and English. Adequately preparing students in these areas through reasonable intervention will aide in the transition to high school with postsecondary education as the ultimate goal.

- Transfer Activities included the following highlights:
  - A successful Transfer Fair was held on April 20, 2011. One-hundred and twelve (112) students and eighteen (18) Kentucky colleges and universities participated in the event. Feedback from the universities included comments that this was one of the most successful transfer fairs they had attended.
  - **Tess Burns** completed the internal marketing “Opportunity Rocks” campaign promoting the career and transfer fairs. The Transfer Fair was attended by a record one-hundred and twenty-seven (127) students. Promotion included use of the Gateway Guy (coordinated by **Patrick Lamping**) at each campus in advance of the fair and during the fair.
  - As of April 18, 2011, the Career and Transfer Center has hosted nine (9) different university college representatives for a combined total of thirty-seven (37) visits.
- Dual Credit activity highlights include the following:
  - The Director of Early Scholars Initiative, **Shelby Krentz**, has been working on finalizing the Early Scholars plan allowing the college to start offering college classes to our local high schools in a structured manner. The college will undergo an accreditation process for the Dual Credit program within the next three years. The accrediting body will be the National Alliance of Concurrent Enrollment Partnerships (NACEP).
  - **Mike Koch** reported that two hundred (200) dual credit Area Technology Students have completed testing for the National Career Readiness Certificate, and 75 percent of the students received a Silver National Career Readiness Certificate.
- Initial planning for the development of the ‘distance education’ program at Gateway has been completed through the Office of Knowledge Management and Strategic Initiatives. During the year, dialogue sessions were held with more than 60 faculty and staff to discuss challenges of online education within KCTCS and opportunities for Gateway to develop a state-of-the-art online program. Extensive conversations with TiER1 Performance Solutions in Covington have resulted in a potential partnership for the outsourcing of instructional design support (pending on the identification of a funding source). The college has worked closely with KCTCS on the development of several distance education initiatives to be implemented during 2011-2012.

During the summer of 2011, the “Center for eLearning” at Gateway will officially kick-off with the opening of the college’s first student support lab at the Boone Campus. This lab, to contain the college’s first iPad lab, will be staffed by student workers who will

provide open lab support and peer training for Blackboard and other technologies. In addition, policies and procedures for all aspects of distance education will be developed over the summer in cooperation with Academic Affairs, Student Affairs, Business Affairs, and Workforce Solutions. The complete, comprehensive strategic plan for distance education will be completed during this summer as the program works through approval of expansion through the substantive change process with SACS. The initial launch of expanded course/program offerings will occur in January 2012.

- Businesses and agencies served with training and classes included:
  - The Northern Kentucky Area Development District (NKADD) contracts with Workforce Solutions on a monthly basis to provide Microsoft Word classes for their clients. The program has been very successful, and the NKADD has now requested that the program be expanded to include Excel and PowerPoint.
  - The Northern Kentucky Community Action Commission (NKCAC) is continuing to contract with Workforce Solutions to offer computer training for its senior age clients who live and work in the urban core. The classes meet at the Urban Center. The NKCAC is pleased with the success of the training and has requested that the department's staff also receive training. This training schedule is in the planning process.
  - The Kenton County Sheriff's Department has requested computer training for both the sheriff's department and fiscal court employees. The training will be delivered in the sheriff's department training lab.
  - Workforce Solutions hosted Northern Kentucky One Stop clients who are interested in pursuing education credentials on April 19 at the Boone Campus and April 28 at the Urban Center.
  - A "welding boot camp" launched in late April designed to fast track students into welding positions at local manufacturing companies. The first camp has 18 students.
  - **Phil Accardi** and **Angie Taylor** met with Covington business representatives to discuss a Hospitality Careers Pathway.
  - Since July 1, 2010, the college has had one-hundred and eighteen (118) new companies register consisting of two-hundred and fifty-two (252) new jobs in the College Central Network (Gateway's primary job posting service for our students and alumni). One-hundred sixty-nine (169) students registered in the network during the current academic year.
  - The Workforce Solutions and Innovations Division reported that the staff is serving twenty-four (24) local companies with awarded KY WINS funding totaling \$1,432,799.

- Gateway's DOL Energy Grant received a no-cost extension for one year. This will enable the grant to continue for one year beyond the original grant period in order to meet project enrollment and completion outcomes and expend funds allocated for the project.
- Through the new Prometric Professional Center, the Assessment Center staff has tested one-hundred and sixty-nine (169) testers during the first quarter of the year, including the FINRA Financial Series 7, 63, and 6; medical SMLE (residency exam); GRE; and Praxis. They will also test over three-hundred (300) ASE technicians in May and have tested over one-hundred and fifty (150) GED testers since January.

**Engagement** (KPIs include student engagement survey, retention and persistence, developmental education success, partnership development, and student learning outcomes.)

- The Ready to Work/Work and Learn program is hosting a Summer Celebration on May 13 from 2 – 4 p.m. at Railroad Depot Park in Erlanger to acknowledge student achievement, graduates surviving the semester, and family fun. Food and refreshments will be served as well as door prizes and small toys for the children.
- One-hundred and fifty-seven (157) students have been identified with Disability Services for spring term 2011. Of those, twenty-eight (28) were new. This compares to one-hundred and sixty two (162) students identified, with sixteen (16) new for spring term 2011. The services offered students enable them to be more successful due to the accommodations provided.
- The staff of the Health Professions Opportunity Grant (HPOG) began enrolling the first grant eligible students into the March Nursing Assistant course. The target audience is Pell eligible, KTAP recipients, or 150 percent at the poverty level. The grant provides financial, supportive, and educational services to students to assist them in earning a credential and become employed. Retention, completion, engagement, and employment are important outcomes of the grant.
- In March 2011, **Theresa Little**, associate dean for Student Affairs, attended a learning institute on “Developing an Early Alert Warning System”. This was a “Learn and Work Institute” to assist the Office of Student Success and Retention in developing a new framework or model to help Gateway restructure a new system that is more compatible with the PeopleSoft Student Management System. The highlight of the conference was the demonstration one college gave showing how they built an Early Alert System within PeopleSoft. Gateway will form an Early Alert Task Force to replicate this model. The task force will research and plan the new system starting in August 2011 and finalize the plan for implementation for the 2012 – 2013 academic year.
- In conjunction with the admissions department, the advising center began a new student orientation and registration process called S.O.A.R. This is a required program for all new students beginning in the summer and fall terms of 2011. Students participate in a Gateway Orientation Program and are then divided into small groups

determined by program for enrollment. These sessions are offered once weekly, and one evening session monthly to accommodate our students. Sessions began April 1, 2011. As of this date, we have had two sessions; both were well attended and the feedback we received from students has been positive. By having our students self-enroll with their advisors assistance, our goal is to encourage student engagement in their degree progress from the start.

- As of April 15, 2011, the advising center has been busy with registration for both new and returning students for the fall and summer terms. They have seen three-hundred and eighty-nine (389) students during the month of March and early April.
- On April 14, the Collegiate Entrepreneurship Organization met at the Covington Campus with thirty (30) students in attendance.
- The spring session of HVAC Journeyman and Masters prep course is in session. **Cindy Sproehle**, Gateway's assessment center director, will meet with the students on May 17 to apprise them of the testing process. Students are eligible to sit for the licensing test once they complete the course on May 19.
- Procter and Gamble did their semester presentation on April 5 on the Success Way Co-op Program serving twenty-three (23) students. Gateway currently has two (2) co-op students at P&G.
- While data is still being collected on Nursing Resource Center (NRC) interventions, early analysis shows that students who failed a test and then took advantage of tutoring in the NRC, their next test score increased by an average of 12%. The NRC staff will be presenting results of their interventions at the New Horizons conference.
- The Center for Innovation hosted a field study trip to the University of Dayton on April 15. There were thirty-five (35) students, faculty, and staff members attending. **Mike Baker, Dr. Angie Taylor**, and the Center for Innovation Steering Team will be meeting with Dr. Matt Shank, Dean of the Business School; and Joe Guy in May to learn more about how the University of Dayton handles the revenue generated from the eight student-run businesses.

**Organizational Capacity:** (KPIs include acquisition and use of resources, employee and organizational development, quality assurance, and sustainability management.)

- **Colleen Kane** participated in professional development related to serving college students who are deaf and hard of hearing at Miami University on April 7.
- **Abigail Holder** participated in professional development related to assistive technology and accessible media at the University of Illinois-Chicago on April 11.
- A \$25,000 Innovation Collaboration grant from the Gateway to College Network was secured to support a year-long professional development program for faculty and staff to expand and improve the use of learning communities. **Amber Decker**, grant

coordinator, and **Teri VonHandorf**, associate provost, co-wrote the grant. The college is pursuing a \$250,000 grant opportunity through the network.

- The Year-End Individual Learning Plans (ILP) are scheduled to be completed and submitted to Human Resources by May 13; the focus should be on the outcomes achieved, learning occurred, and measurable assessment of the goals established. The ILP should show a direct connection to those goals identified from department, program, and team Annual Plans. The Non-Recurring Merit Bonus projects will also be submitted for final approval during the year-end ILP schedule.
- All Gateway faculty, staff, and students were invited to submit an entry form for the 2011 Spirit of Innovation Recognition. The purpose of this initiative is to promote and support the entrepreneurial learning spirit and innovation at Gateway. All entries were showcased at the April college-wide symposium. **Mr. Tom Collins'** entry was selected for The Spirit of Innovation Award. Mr. Collins developed the International Training and Certification Program for Fiber Optics. This nomination will be showcased by the League for Innovation in Community College's Innovation of the Year recognition. The criteria include: Collaboration, Quality, Cost Effectiveness, Replication, Creativity, Timeliness, and Efficiency.
- **Margaret Thomson** is collaborating with **Laura Kroeger** and **Dr. Hughes** to submit op-ed columns promoting Gateway in the Community Press newspapers. The first column was submitted in March, and the second has been drafted for submission in May. **Margaret** also distributed fourteen (14) news releases. The column, the releases, and media inquiries resulted in one-hundred and sixteen (116) positive stories in the news media in March and April.
- **Patrick Lamping** completed the creative drawings for the spring advertising campaign, the most comprehensive initiative Gateway has done. The campaign includes a Gateway presence on TANK buses, at the Florence Mall, on two radio stations, in theaters in Florence and Wilder, and on grocery carts in Kenton and Boone counties. The media outlets were targeted to promote Gateway to traditional and non-traditional students and their influencers; i.e., parents, with a specific focus on urban and Boone geographic areas.
- The Sustainability Team process has been formulated and the team will be created by June 30, 2011.
- The program review process has been completed and an additional program analysis was completed for the Nursing Program.

### **Personnel Additions/Changes**

- **New Employees :**
  - **Vickie Coble** was hired as the new part-time administrative assistant for the Student Support Services (SSS) grant.

- Financial Aid will be interviewing the week of May 2 for the Coordinator of Financial Aid – HPOG grant position that is currently available.
- **Tina McWhorter**, a Gateway alumni, was hired as the Student Affairs Assistant II in the Financial Aid Office.
- **Paul Renchen** – Custodial II – Edgewood Campus
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- **Phil Danner** – Maintenance Tech – Covington Campus
- **Robin Frederick** – Accelerated Basic Skills for Allied Health Professions Coordinator (HPOG Grant)
- **Amy Van Horn** – Contextualized Curriculum Coordinator (HPOG Grant)
- **Carol McIntyre** – Educational Enrichment Services Coordinator (HPOG Grant)
- **Ashley Harris** – Director of First Year Experience (HPOG Grant)
- **Patti Carter** – Assessment Center Testing Administrator
- **Changes in Assignments:**
  - **Shelby Krentz** – Director of Early College
  - **Dr. Anthony Clarke** – Dean of Workforce Solutions
  - **Linda Brandenburg** – Covington Campus Assistant
- **Retirements (June 30, 2011)**
  - **Carolyn Ballinger**     June 16, 1989 – July 1, 2011
  - **Dr. Rob Deger**             August 1, 1999 – July 1, 2011
  - **Dr. Gail Wise**             January 1, 2008 – July 1, 2011

**Update on SACS Reaffirmation:**

- Dr. Barry Goldstein, Vice President of SACS/Gateway’s SACS staff liaison, will conduct an advisory visit to the college November 28 – 29, 2011. During this time, Dr. Goldstein will meet with members of the SACS Leadership Team, Compliance Certification Team, and QEP Team. This visit will provide an opportunity for Dr. Goldstein to become more familiar with the operations and culture of the college, as well as provide the opportunity for the college to obtain important feedback on progress toward reaffirmation.



- **Dr. Ed Hughes** completed nineteen (19), 75-minute conversations with 190 Gateway employees and students to seek input about the Quality Enhancement Plan (QEP) project. A summary report is being prepared that will provide focus to the final selection of the QEP topic.

## **Foundation and Development Report**

### **Fundraising:**

- The Campaign for Gateway was re-launched with a meeting of the Capital Campaign Management Committee on May 10 to re-start the campaign. The Finance Division, headed by Bob Zapp, is rolling out first followed by Healthcare (Joe Gross), followed by Manufacturing, Development, Construction, and Trades headed by Tom Banta. The campaign total stands at over \$6.6 million and will conclude in fall 2012.
- An anonymous donor has offered a \$500,000 challenge grant for Urban Campus development.
- A student assistance fund has been launched with the assistance of a \$2,500 donation from Mike Teal.
- The annual Weingartner Endowed Scholarship campaign is underway through a mailed solicitation. So far, \$700 in cash contributions has been received. Scott Weingartner was a nursing student at Gateway at the time of his death, and friends and family raised over \$25,000 in the endowment.
- MAC Productions has agreed to donate significant video production time to create three (3), two-minute segments for the Annual Night of Excellence awards convocation as an in-kind contribution to the college.

### **Gateway Foundation:**

- Now has five active committees that meet at least quarterly—Annual Fund, Development, Finance, Investment, and Nominating.
- Selected, through the work of the new Foundation Investment Committee, the Bank of Kentucky investment firm that will handle an initial \$500,000 in cash assets derived from the sale of the Park Hills property.
- Is pursuing nine (9) individuals who have been nominated for membership on the Foundation Board.
- Is adapting an ethics policy.
- Provided six (6) scholarships to academically-qualified students so they can join the international honor society, Phi Theta Kappa.

## Urban Campus Update

- An architectural firm was selected on May 4 to develop the master plan for the Urban Campus. The name of the firm will be released prior to the May Board meeting. Mike Baker, Vice President for Administration and Business Affairs, served on the State's selection committee. Thirty (30) firms submitted proposals to lead the project.
- Gateway College Access Center (GCAC) expanded the program to thirty-two (32) juniors at Holmes High School this year in addition to the twenty-eight (28) seniors enrolled.
- Expansion to third floor of the Urban Center facility will take place by August 2011. The expansion will include additional classrooms, computer labs, and offices.
- **Tess Burns** and **Patrick Lamping** are collaborating on an Urban Center marketing campaign to promote support for the Urban Center among Covington businesses.
- Gateway is the presenting sponsor for *RoebblingFest*, a festival that will gather the community at the foot of the bridge this summer and then in 2012 during the World Choir Games. The event poster was designed by a Gateway student in the Visual Communications program.

## Honors and Recognitions of Employees, Students, and Partners:

- Two (2) awards will be awarded to students from The Ready to Work/Work and Learn programs during Night of Excellence on May 17 at Notre Dame Academy in Park Hills. A student from each program will be presented with the "*Spirit of Inspiration Award*" in honor of persistence, professionalism, academic achievement, drive, and focus.
- The Visual Communication Department held their Annual Portfolio Exhibit at the Urban Center on April 27. Graduating students presented their final portfolios for review. The event was well attended and showcased the tremendous talent of the graduating VC students.
- The LEAD V members completed their last training class on April 29 and graduation will be held on May 11. Applications are now being received for LEAD VI.
- At the request of CITI management in Florence, **Dr. Ed Hughes** and **Dr. Angie Taylor** provided a presentation regarding the partnership that created the Gateway Center at CITI for the new CITI president and two national officers who were visiting the Florence site on April 5.
- **Sharon Poore** served as chair of the Northern Kentucky Chamber's 4<sup>th</sup> annual Professional's Day Event that was held at Reception's Conference Center on April 27. A record number of attendees (190) participated in the breakfast and expo celebrating area administrative professionals.

- **Laura Kroeger** was inducted into the Northern Kentucky Chamber of Commerce Total Resource Campaign Hall of Fame for over a decade of work.
- **Mr. Dee Wright** will replace **Dr. Tony Clarke** as Division Chair for the Manufacturing Technologies program.
- **Helen Carroll**, Foundation board member, has agreed to chair the RiverBlast 2011 event. The event raised over \$31,000 last year. The committee is hard at work planning the September 4 event.
- **Laura Kroeger** assisted in launching the Covington Urban Partnership (UP), the Business Improvement District program aimed at cleaning up downtown Covington with daily work crews.
- The Spirit of Innovation Recognition was held at the April 21 college-wide symposium. New to this year's recognition were "Making the Difference" lapel pins for all collaborators involved with the entries, as well as a unique "Spirit of Innovation" tile designed by **Tess Burns** for each of the collaborators of the entry that was selected as being most closely aligned with the criteria for the initiative. This year's selection was entitled, "The Development of an International Training Program" and was submitted by **Tom Collins**, with collaborators **Dr. Tony Clarke** and **Dr. Yvonne Meichtry**. This project was submitted to the League for Innovation's Innovation of the Year recognition and will be showcased as Gateway's selection.
- **Patrick Lamping** and **Margaret Thomson** collaborated on a promotional campaign for the Country Music Television's Country Music Made tryouts at the Boone Campus on March 17. The tryouts brought people to campus who otherwise may never have visited. **Patrick's** poster was adopted by CMT for nationwide use.
- **Margaret Thomson** and **Tess Burns** collaborated with **Amber Decker** to improve recognition for the Spirit of Innovation awards, and **Tess** designed one-of-kind award tiles printed by **Henry Bang**.
- **Sarah Hughes**, Special Projects Coordinator for the North Central Area Health Education Center, was one of four recipients of the 2011 Outstanding Women of Northern Kentucky presented in April. Sarah was honored for her work at AHEC, as well as her volunteer leadership with the Brighton Center, Welcome House, Gateway RiverBlast, and St. Elizabeth's Hospice Center.

## **Priorities for the President – Past Quarter**

Activities were focused on the following:

- Completed the draft of the 2011-2012 budget.
- Continued to meet with key legislators, state, and local officials regarding commitments and support for the Urban Campus.
- Continued to meet with prospective donors with emphasis on the Urban Campus as part of the major gifts campaign; secured approval from an anonymous donor to plan a public announcement of a challenge gift.
- Worked with KCTCS to complete the development of the 2010-11 Six-Year Capital Plan and submitted college priorities to the Council of Postsecondary Education (CPE).
- Monitored the 2010-11 budget revenues and finalized preparations for 2011-2012 budget development via the Strategic Needs Analysis process.
- Completed the faculty promotion process.
- Participated and co-chaired the Transformation Team for Career Development for KCTCS.
- Continued discussion to expand the Edgewood Campus master plan.
- Continued meeting with United Way, the Northern Kentucky One Stop, and community collaborative leaders in Grant County to explore the relocation of the Gateway Grant County Adult Education Program into new space in conjunction with the other partners. The goal is to create a new, more centralized and easily accessed partnership location among the partners to better serve the residents of the county.
- Joined the United Way Board of Directors in April and will serve a three-year (3) term.
- Continued service on the Executive Committee of Strive and the Regional Stewardship Council for Vision 2015. Continued assisting the Vision 2015 campaign as it relates to the support for the Urban Campus and education in general.
- Attended the Board of Directors meeting of the AACC; Workforce and Economic Development Commission in New Orleans.

## **Priorities of the President – Next Quarter**

Activities will be focused on the following:

- Complete the preparation and implement the 2001-2012 annual budget for Gateway.
- Continue program planning for the Urban Campus by initiating work with the master campus planner.
- Continue discussion to expand the Edgewood Campus master plan for more parking.
- Complete the College Master Plan revision process.
- Secure matching funds for the anonymous \$500,000 challenge lead gift for the major gifts campaign for the Urban Campus.
- Monitor the closeout of the 2010-11 annual budget and prepare the first security report for Board of Directors for the fall 2011 Board meeting.
- Provide the leadership to implement the annual plan and restructure internal processes and organization to better implement the plan, especially in the student affairs and student engagement areas.
- Implement fully the new internal team formation process and Implement sustainability initiative by creating the Sustainability Management Team.
- Continue to explore ways Gateway can partner with the community in areas of mutual interest in Pendleton County.
- Host the KCTCS President's Leadership team annual retreat in Cincinnati/Northern Kentucky in May.
- Initiate the \$500,000 roadway project on the Boone Campus.
- Initiate the planning for the building of a Child Development Center on the Boone campus with Omni Architects.